DOCUMENT RESUME

ED 162 307 CS 204 442

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TITLE The "Total" Newspaper: Suggestions for a Wider Conceptual Approach to Education for Careers in Journalism. Revised.
PUB DATE Aug 78
NOTE 18p.; For related document, see ED147832

EDRS PRICE MF-$0.83 HC-$1.67 Plus Postage.
DESCRIPTORS Audiences; Course Descriptions; Higher Education; Information Dissemination; Journalism; *Journalism Education; *Marketing; *News Media; *Newspapers; Publicize
IDENTIFIERS Advertising

ABSTRACT

To assist journalism students in making informed decisions regarding newspaper work, a brief course was devised that was based on a total newspaper concept. Defining the newspaper as the interaction of all of its departments in a unique geographic, demographic, and economic setting, this course focused on the traditional approach to a newspaper; the total newspaper approach; the role of service in newspaper production; how to develop an operating structure to support the total newspaper concept, including the roles of each department, promotion, growth targets, setting goals and priorities, the promotion of editorial content, advertising volume, and circulation; and the role of public relations and other departments. (Ways to incorporate as well as broaden the concept in the journalism curriculum are also included.) (HAI)

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The Total Newspaper:
Suggestions for a wider conceptual approach to education for careers in journalism

Revised August 17, 1978

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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AIM: The International Newspaper Promotion Association is working with journalism educators in exploring ways to provide:

- better understanding by the neophyte of the relationships between the newspaper, its social missions and its market;

- a unifying point of view for the journalism student, and greater awareness of ways the various departments of a newspaper interact in theory and in practice;

- comprehension of ways to control these relationships to develop to the fullest the social and economic potential of any newspaper for which the graduate may work, as well as to realize his or her own maximum career potential.

PREMISE: The pyramidal structure of newspaper organizations and their increasingly complex internal operations have pushed newspaper practitioners and journalism educators toward more and more emphasis on specialization.

PROBLEM: Unless the specialist understands where and how his specialty relates to the needs of the Total Newspaper and the society it serves, he or she cannot be fully effective. This is increasingly true as more newspapers move toward adoption of the "marketing concept" - the development of content and services in response to the expressed needs of readers and advertisers, in contrast to the traditional approach.

PROPOSAL: INPA offers herewith

- suggestions for a short "backgrounder" course appropriate for neophytes in journalism as well as for more advanced students undertaking studies of newspaper management.

- suggestions for a new concept of the operating structure of a newspaper, which interfaces the newspaper with the market and fosters departmental interaction in meeting Total Newspaper goals.

RESOURCES: Basic readings are from the Second Edition of "Promoting the Total Newspaper," 1978, with a variety of supplemental references. Footnotes in the attached suggested course outline are keyed to a bibliography which follows it.

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Paul S. Hirt
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The Total Newspaper Concept - An Overview

Revised August 17, 1978

The Total Newspaper concept is based upon a reexamination of traditional beliefs about newspapers -- what they are and how they work. This new perspective should help your students make better career decisions and do a better job if newspapers are in their future.

Journalism students traditionally are trained as specialists in just one part of the newspaper -- that having to do with the news. But in today's world their career success -- perhaps even their survival -- is coming to depend not only upon their specialist expertise, but also upon their education and perception as generalists.

For all its virtues, specialization fosters tunnel vision and operations that are fragmented, autonomous and self-defeating. In such situations it is not unknown for the individual specialist to fail, regardless of enthusiasm or dedication.

There is also another important reason to broaden the journalism student's perspective. Increasing costs and competition for time and attention increasingly require editors to concern themselves with newspaper marketing and the newspaper marketing concept. These are not two different names for the same thing. In the traditional view, marketing is confined to the distribution and sale of the newspaper, the content of which is determined solely by the owner and editors. Under the marketing concept, readers and advertisers are asked periodically what sorts of expectations they hope to see fulfilled by the newspaper. Every department in the organization then becomes cooperatively involved in turning out a product that strives to meet those expectations to the extent that is feasible.

To make this possible requires the newspaper

- to adopt new attitudes about itself, as many are doing
- to seek a replacement for the traditional hierarchal organization pattern under which newspaper departments have become a collection of specialist fiefdoms, often feuding
- to develop an appreciation for a vital shared need and common goal of the editorial, advertising and circulation departments: Distribution to the market in breadth and depth.

All these elements are embodied in the Total Newspaper idea. It is more than a survival measure. It is a concept that also reaffirms and redefines a social responsibility of a newspaper in the free world we hope to preserve.

An editor usually includes in his definition of newspaper service such phrases as: "To enlighten, to inform, to entertain; to protect the people's right to know; to expose the malefactor; to serve as the medium of record."

Beyond these functions a newspaper exists as a catalyst of social change, currently coping with entrenched attitudes toward youth, women, blacks, sex, religion, ecology, energy, parental responsibility, equal opportunity, business morality and the role of government, to name a few. These attitudes are highly sensitive.

Major change is inevitable. Where a free press exists, it serves by making all points of view known and helps pave the way to a new consensus with minimum societal damage. Where a free press does not exist -- as it does not in over half the countries of the world -- the pattern more commonly is one of repression/explosion/counter-repression, often with great bloodshed and little progress.

To present the facts upon which to develop a consensus for constructive change requires that the publisher, editor and news staffers must indeed be truthful, courageous, evenhanded and equally zealous in exploring all sides of important issues.

But this answers only part of the need. An audience is needed and it must be broadly representative if the newspaper is to be effective as a consensus mechanism. It is not enough to provide a publication in which new ideas are aired and argued if the ideas and arguments do not reach the hands and minds of all classes affected by the issue.

Thus, a goal of the Total Newspaper is to develop representative coverage of every demographic group in its market.

The circulator cannot do this unless the editors provide content that appeals to previously under-represented demographic groups -- content which can be telegraphed by the promotion department and capitalized upon by the advertising department to maintain the lifeblood income.

The type, quality and price range of advertising content also must be broad if the newspaper is to appeal to the whole market. Readers perceive newspaper advertising as a specialized kind of news that helps them to spend hard-earned dollars wisely. If the ad content is not felt to be relevant to the needs of some segment of the readership, that group is likely to drop the newspaper regardless of its editorial quality, which reduces the newspaper's effectiveness as a consensus mechanism and as a self-sustaining enterprise.

Advertising also contributes to the community by providing information about the availability of goods and services, making the newspaper a focal point and catalyst for the economic activity that supports the whole area.

The Total Newspaper idea recognizes that the advertising department does not sell <u>space</u>. It sells <u>response</u> -- readers responding to buy products and services. The wide spectrum of editorial appeal and distribution is critical here, too, to make the newspaper productive for every category of advertiser.

The Total Newspaper concept includes consideration of the production department, finance and personnel. At its heart is market research to spot growth areas, define targets and evaluate results in systematic fashion.

A Total Newspaper, with cooperatively interactive departments oriented to society and the market, can not only serve and survive, but flourish -- in spite of TV, suburbanization and the distraction of other activities.

For these reasons educators are invited to enrich journalism courses with information on the external relationships and internal workings that enable newspapers to serve their communities effectively.

A syllabus with an updated list of reading resources is attached.

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The Total Newspaper
A Short Backgrounder Course

Revised August 17, 1978

I. Introduction[1/]

A. A newspaper is not just one, or even the sum, of its specializations. It is the geometric product of their interaction in a unique geographic, demographic and economic setting -- the market the newspaper serves.

B. Understanding how this works is vital to the success of any journalism or advertising graduate, even though he or she may never intend to work outside his or her journalism or advertising specialization.

1. Traditional approach

a. The newspaper's structure is regarded as fragmented, hierarchal and isolated from the market, as indicated by the standard table of organization.

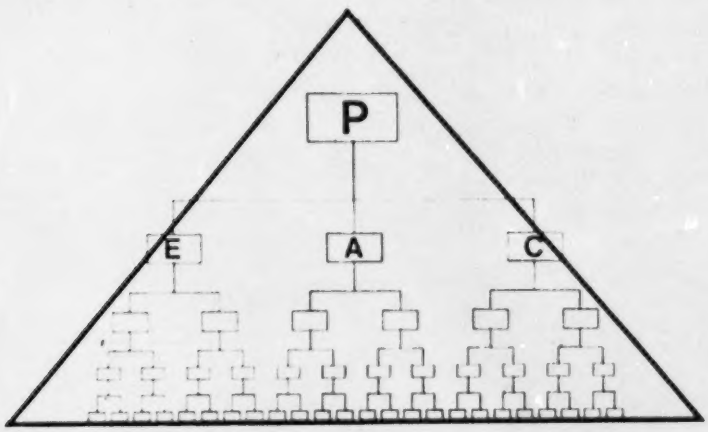

Illustration 1.

2. The Total Newspaper approach

a. Perceives the newspaper as an entity within its market, thus:

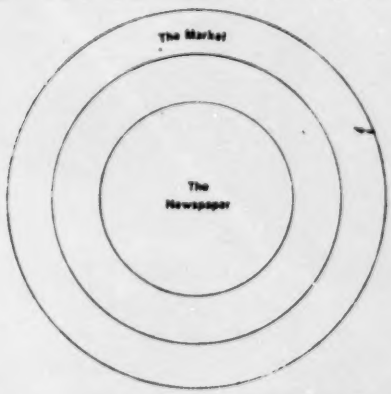

Illustration 2: Schematic Block Diagram, Phase 1.

b. Concerns itself with developing the above concept by investigating

i Interaction between the newspaper and market
-- what kinds exist
-- how to measure
-- how they affect goal setting and content development

ii Interaction between departments of the newspaper; what each department gives to and gets from each of the others; how to encourage joint recognition and solutions of mutual problems

II. The fundamental premise: "Newspapers Serve People"[2/]

A. First step is to see what kinds and how many people are available to be served and the variety and dollar volume of manufacturing, agriculture and trade in the area served by the newspaper. This is the role of market research (often an arm of the promotion department).

1. Sources of market information:[3/]

a. U. S. Censuses of Population, Housing, Business, Agriculture, Wholesale and Retail Trade, etc.
b. Special surveys of the market and the newspaper audience by size and consumption characteristics[4/]

i From one point in time to another
ii Vs. other media
iii By demographic criteria
iv By product use criteria

2. How research is used to set short and long term growth goals in reach and audience profile[5/]

a. How it is reflected in selection and presentation of news content
b. How it can lead to advertising volume growth
c. How it sets direction and level of promotion

3. Kinds of research applied to newspapers[6/]

a. Readership studies (editorial and advertising)
b. Duplication studies
c. Product use studies
d. Attitude studies
e. Multimedia studies
-- What they are, how and when they are used, how they affect editorial, advertising, circulation and promotion decisions.

B. Conclusion:

1.. The market, developed from the simple block diagram of Figure 1 is seen to consist of 4 categories of person --

Reader or non-reader of the newspaper
Advertiser or non-advertiser in the newspaper

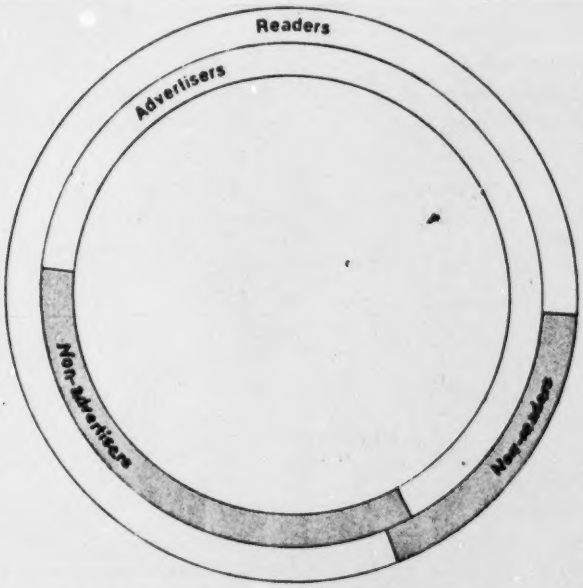

Illustration 3: Schematic Block Diagram, Phase 2

2. Each category can be quantified by a wide variety of alternate definitions, goals established, periodic reappraisals made.

C. "Newspapers Serve People":[7/]

1. Second step is to consider all the services a paper offers and how inexorably they interlock; what and how the editorial, advertising, circulation and promotion departments contribute to the success of each other and of the Total Newspaper.

a. Editorial services:

i Traditional: To enlighten, inform, entertain, protect, serve as medium of record, plus:
ii A new perception: The free press also serves as a catalyst in societal change
-- an important stabilizer as new attitudes evolve.
iii Essential requirement: Not only appropriate content, but breadth and depth of demographic and geographic market coverage to be effective as a consensus mechanism

b. Advertising as a reader service[8/]

i The positive public attitude toward newspaper advertising as opposed to ads in the interruptive media -- radio, TV -- direct mail

ii What advertising contributes to the support of the newspaper and the effectiveness of the editorial department

iii Major categories of advertising -- retail, national, classified -- how they differ; what each contributes to reader interest and revenue

iv What the advertising department is selling -- not space but response

v Essential requirement: Breadth and depth of demographic and geographic market coverage needed to make the newspaper productive for the entire spectrum of advertisers.

c. The role of circulation:[9/]
-- what circulation contributes to editorial success
-- what circulation contributes to advertising success

i The battle for share of reader time

ii Requirement for circulation to sustain advertising rate base and revenue; the anatomy of newspaper revenues[10/]

iii Demographic coverage to meet modern marketing requirements.

iv How circulation is defined -- ABC definitions: City, RTZ, All Other, Total; SMA, SMSA, ADI

v Essential requirement: Not merely to boost the total circulation figure, but to assure that the newspaper has breadth and depth of geographic and demographic coverage

D. Newspapers Serve People

1. The role of profit in enabling the newspaper to serve and survive[11/]

2. Quality, price and planning as factors in the Total Newspaper[12/]

III. Developing an operating structure to support the Total Newspaper concept[137]

A. The interdepartmental cooperation necessary to enable a newspaper to meet its various goals can be depicted by a wheel with editorial, advertising, and circulation around the perimeter. Each gives to and receives support from both of its partners on the rim. All command and receive support from the promotion/research facility.

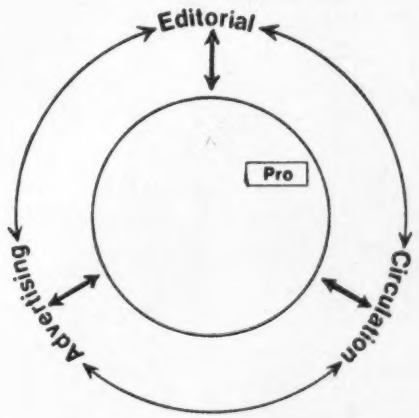

Illustration 4: Schematic Block Diagram, Phase 3

1. Editorial content, properly targeted and balanced, makes the newspaper saleable in all key demographies, gives the newspaper the breadth of appeal necessary to function effectively as a public forum, helps to generate advertising response across the board.

2. Advertising content contributes most of the revenue that supports the newspaper. It also adds to reader interest, supports a better editorial product, and helps to build and sustain circulation.

3. Circulation efforts, properly targeted, give the newspaper the breadth of audience that helps it to fulfill its editorial mission and simultaneously makes the newspaper more productive for more advertisers.

4. Promotion and research, on a central ring, serve and help to correlate the growth efforts of each of the other three departments. Research helps to define targets and evaluate results. Promotion acts as a catalyst, helps to suggest a master plan related to the market realities, provides the creative promotion material to all three operating departments, and tries to keep the plan on the tracks and moving over the long term.

B. The role of promotion[14/] and research in the Total Newspaper

1. Promotion as a delegated management function. Assignments include:

   a. To relate the newspaper to its social and economic missions, the changing market and competitive media
   b. To provide the basis for management decisions to coordinate all departments in selection of goals and strategy to achieve them
   c. To isolate, dramatize and advertise current values that make the newspaper worthy of reader attention and advertiser investment
   d. To seek out new areas of high potential and to coordinate Total Newspaper programs to extend the newspaper's services to those areas.

2. Growth targets

   a. Readers (through circulation and advertising promotion)
   b. Advertisers (advertising promotion)
   c. General public (public relations)
   d. Employees, including carriers (internal promotion)
   e. Stockholders (all the above types of promotion)
   f. Other publishers (public relations, trade relations, specialized trade paper)
   g. Tomorrow's readers (Newspaper in the Classroom and other youth promotions)

3. How to set goals and priorities:

   a. In light of the size, growth slope and general prognosis of the newspaper and its market
   b. In light of the inter-media competitive situation
   c. In light of anticipated return on the effort
   d. In light of available manpower and money

4. How editorial content is promoted[15/]

   a. How to determine what content to promote to build readership in key demographies -- and how heavily
   b. How to apply tested principles to advertise the newspaper to its own many publics
   c. Kinds of editorial promotion
      1) - by editorial department
      2) - by promotion department
   d. How to set up editorial promotion plan and philosophy
   e. How to create lead time to promote specific editorial content

5. How advertising volume is promoted[16/]

   a. How to analyze the market to establish major promotion targets
   b. How to relate the newspaper's coverage to potential reader-response to specific types of advertising
   c. Timing and other variables as factors in reader-response to advertising

6. How circulation is promoted[17/]

   a. Carrier drives
   b. Public contests
   c. Public offers
   d. Phone rooms
   e. Selling upcoming content
   f. Using radio and TV
   g. Point of purchase materials: Truck posters, stack cards

7. Public Relations as a form of promotion[18/]

   a. How it applies to the newspaper and its community

      i. Through speakers bureaus, carrier organizations, science fairs, public events, plant tours, scholarships, seminars, merchandising achievements of news, advertising, circulation, production, office and management people
      ii The product, the people, events, ideas, techniques, sources

8. Completing the structure of the Total Newspaper[19/]

   a. Other departments
      i Where they appear on the table of organization and why
   b. Direct inderdepartmental lines of communication: what they mean in terms of expanded newspaper service and enhanced success

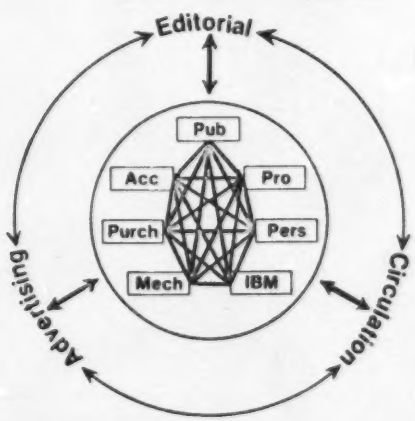

Illustration 5: Schematic Block Diagram, Phase 4

c. The Total Newspaper in its unique environment; its own market

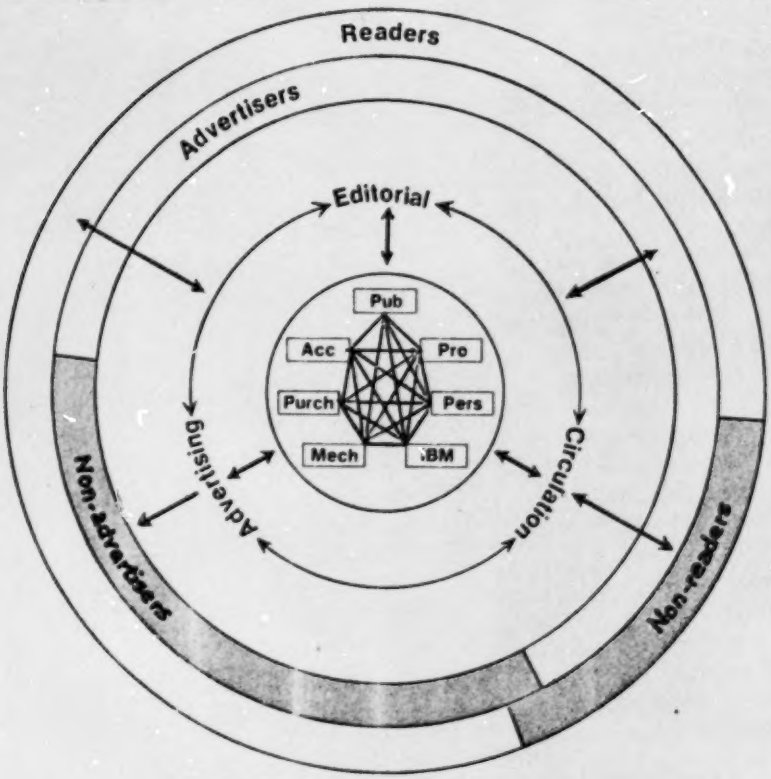

Illustration 6: Schematic Block Diagram, Phase 5

IV. Administrative and creative skills[20/]

A. How can they be defined, recognized, cultivated and improved?

V. The newspaper of the next decade[21/]

- How it will differ from today's

Bibliography

Principal reference	Members	Non-Members
A. "Promoting the Total Newspaper, Second Edition, 1978" INPA	$15.00	$25.00
Supplemental references		
B. "Newspaper Research Primer" by John Mauro	15.00	25.00
C. "Economics of the American Newspaper" by Jon Udel, 1978		
D. "Creative Imagination" by Newell Meyer	3.00	6.00
E. "Let's Talk About Managing People" by Newell Meyer	2.00	4.00

All the above with the exception of C are available to students and educators at 40 per cent off the list price to members, from International Promotion Association, P.O. Box 17422, Dulles International Airport, Washington, D.C. 20041.

No author of any of the above texts receives any royalty from their sale. Total proceeds go to support the International Newspaper Promotion Association.

"Economics of the American Newspaper," published under auspices of the American Newspaper Publishers Assn. Foundation, is available at $11.50 from Hastings House Publishers, 10 E. 40th Street, New York, N.Y. 10016.

References (keyed to alphabetical list, above)

1/ A, pages vii-xxi
2/ A, pages 91-97
3/ B, Chapter 3
4/ B, Chapter 4
5/ B, pages 3, 4
6/ C, pages 50-52
A, pages 69-133
7/ C, pages 52-58
8/ C, pages 58-59
A, pages 53-58
9/ A, pages 19, 20, 21
C, pages 59, 60
10/ C, pages 99-116
11/ C, pages 64-79
12/ C, pages 80-87
13/ A, Foreward xv
14/ A, Foreward ix-xi
15/ A, pages 23-24
16/ A, pages 53-56
17/ A, pages 28-42
18/ A, pages 99-121
19/ A, pages xvi-xvii
20/ D, E
21/ C, pages 144-155

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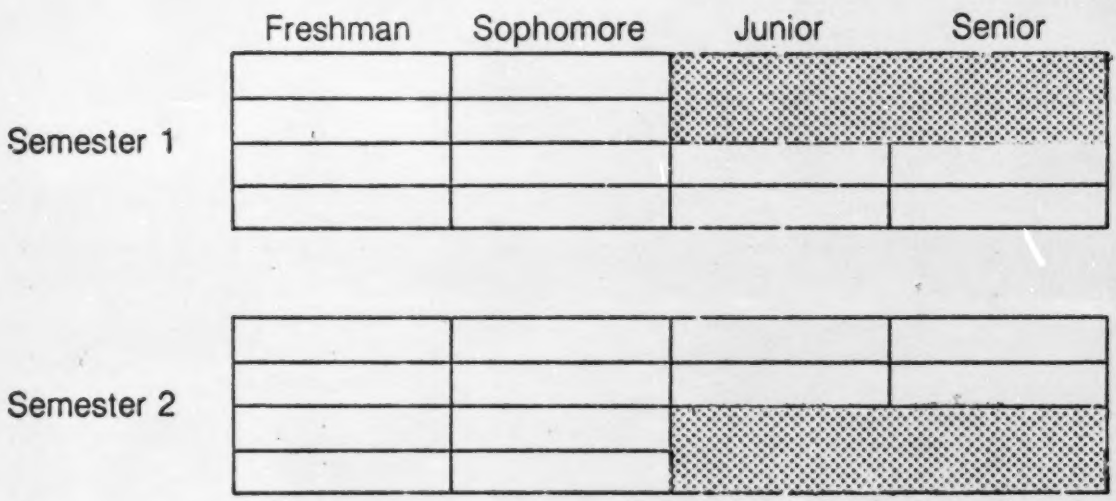
Suggestions from the International
Newspaper Promotion Association for
incorporating The Total Newspaper concept
in the journalism school curriculum

Revised August 17, 1978

The goal of most journalism schools is to produce graduates with broad liberal backgrounds and competence with the tools of the journalist.

In pursuit of this goal, many schools have developed programs modeled on the sketch below:

Four-year college journalism —a bird's-eye view



Open boxes represent a variety of courses in literature, economics, government, sociology and so on. The subject matter of each usually is taught as an isolated entity. Course content is presented identically to all students in the class, although these individuals may plan to specialize in widely varying fields.

The shaded areas in the junior and senior years represent the approximate proportion of curriculum devoted to journalism. With reference to newspaper journalism these courses focus intensively upon the editorial side of the business - reporting, photography, feature writing, copy editing, libel law, and so on. The subject matter of each usually is taught as an isolated technical skill, ignoring:

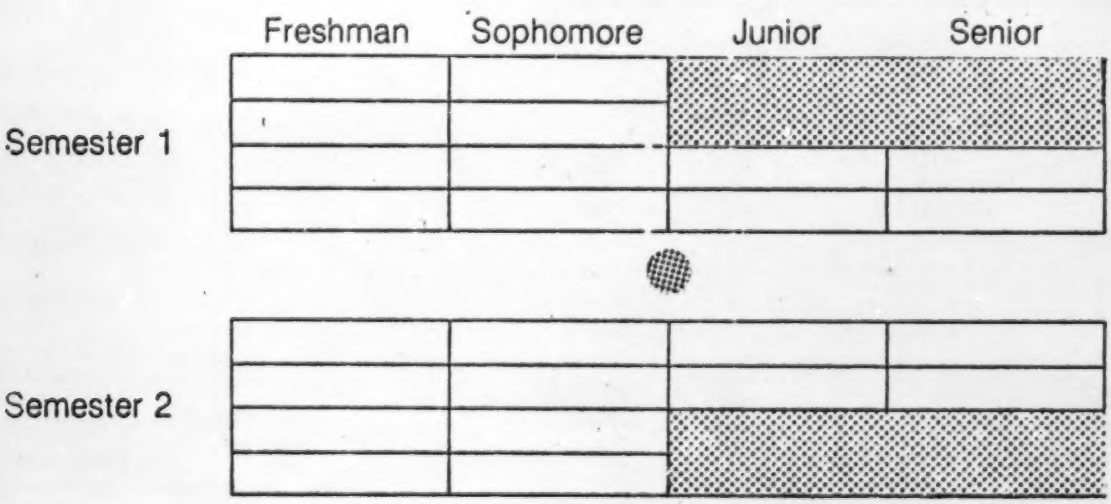
a) the unique relationships between each newspaper and the market it serves, and ways to measure these relationships as the basis of editorial planning for improved service to readers and advertisers;

b) other departments of the newspaper, and their often unrecognized impact on the success or failure of the newsroom practitioner.

Concepts identified in a) and b), above, are the subject matter of the attached Total Newspaper curriculum suggestions. They have been reviewed and have been widely approved by journalism educators. Dr. DeWitt C. Reddick, recently retired dean of the University of Texas, Austin, Texas, School of Journalism, summarizes the general reaction with the observation:

"I find myself wishing that each of our beginning reporting classes would spend at least two weeks discussing the Total Newspaper, as you have defined it."

Such discussion might be initiated at the beginning of the junior year, as indicated by the dot, below.



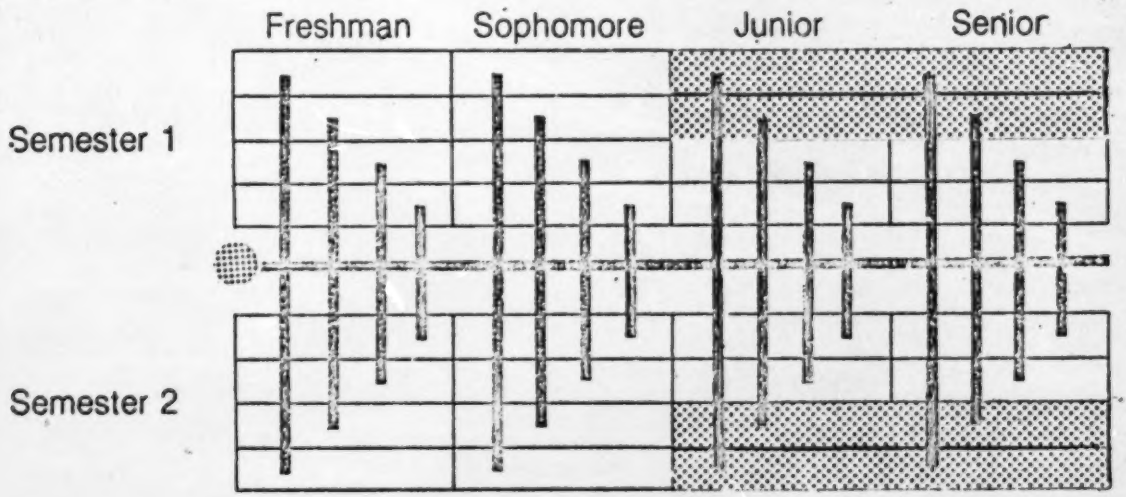
Broader Applications

The Total Newspaper approach is based on the idea of making the student aware of important interrelationships -- between the newspaper, its market and society, and among the departments of the newspaper.

Carrying the idea one step further suggests it might be possible to interrelate all the classical, "broadening" courses with the journalism curriculum.

At present, the pre-journalism enrollee may not even get inside the J-school for the first two years of the college experience. Many wonder about the relevance of "broadening" courses they are required to take, both then and later.

Suppose the Total Newspaper concept were introduced to the incoming pre-journalism freshman (freshperson?) on Day One, as indicated by the dot, below.



Suppose the journalism department could arrange to maintain contact* with the student on a regular basis throughout the entire four years, to explain the relevance of:

the classical courses in sociology to the job of urban reporter;

---

*Through whatever organizational machinery is locally feasible -- a one-hour class once a week; a monthly J-school smoker (if they still have smokers in this cancer-conscious age); an extension of the high school "home room" idea, and so on.

the classical courses in economics to

-- general reporting
-- running an editorial page
-- operating a financial desk;

the classical courses in government to the rights and duties of a news reporter, an editor, a publisher;

the classical courses in marketing to the unique problems of the newspaper, which must be "uncontaminated" by the market place, but which is totally dependent upon it;

the classical courses in advertising to the specific service opportunities and problems associated with newspaper and other media advertising;

the classical courses in law to the rights, duties and self-disciplines applicable to a free press, and so on.

Currently the student may or may not be given the information to arrive intuitively at these relationships. Observation suggests that he or she is seldom or never given specific guidance in understanding them.

Moving to meet the need would further elevate the school of journalism in the college community. More important, it would better prepare students for optimal success and service in careers in journalism.

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